***PMBOK® 7e* Update for *CPM 4e* Chapter 14 Determining Project Progress and Results**

***PMBOK® 7e* Domains Impacting Chapter 14**

Stakeholders
Team
Development approach
Planning
Delivery
Measurement

Stakeholders

The project team works with stakeholders to elicit requirements and expectations about the deliverables. Requirements will lead to articulating acceptance criteria, technical performance measures, and definition of done. These elements, along with project plan performance factors are measured in determining project progress and results. In essence, stakeholders, specifically the client or the product owner, play an important role in defining measures for project progress and results and then making informed decisions based upon how well the project performance is achieving those measures.

Team

The project team is responsible for identification, analysis, and engagement of both internal and external stakeholders including those who are supportive of the project and those who are neutral or opposed to the project. Eventually, the project team is responsible for developing parameters for measuring project progress and results. In addition to execution of the project, the project team is responsible for communicating project progress and results to all the relevant stakeholders. The team establishes a clear project vision which helps in communicating with stakeholders and developing a shared understanding of how to interpret the progress and results.

Development Approach

Project cadence – *single delivery, multiple deliveries, or periodic deliveries* – decide the nature and frequency of determining the process of measuring and reporting project progress and results. Sometimes, periodic deliveries are preferred on a fixed delivery schedule. Another cadence – *continuous delivery* – is about delivering feature increments immediately to customers, which is normally used for digital products and services; in this case, measuring project progress and results would be more frequent.

Planning

Through the project planning process, a team develops an approach to create project deliverables. Delivery of the project outcomes influences this planning process. In the case of predictive planning, the approach starts with high-level deliverables which are defined using a WBS, which is then used to develop cost and schedule estimates. These plans will firmly define parameters for measuring project progress and results. Monitoring project progress against project baselines helps in measuring progress at defined milestones. Iterative or incremental approaches can have high-level themes which are decomposed into user stories. A product owner continuously works with the project team, and progress and results are measured continuously and throughout the project.

Delivery

Deliverables are released throughout the project or near project completion depending on the development approach used. Needless to say, the development approach dictates the process and frequency of determining progress and results. Moving targets of completion can happen in software development projects and project teams track the planned rate of project goal achievement relative to the rate of progress towards completion.

Measurement

Measures for progress and results can be in terms of evaluating performance compared to the plan, tracking use of resources, demonstrating accountability, providing information to stakeholders, assessing whether project deliverable are on track or not, focusing on trade-offs, threats, opportunities, and options, and ensuring deliverables meet acceptance criteria.